

ACTION PLAN FOR DEVELOPMENTAL PROFILES

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The Office of Training career tracks are constructed with the future in mind. For the time when these tracks will no longer be theoretical but have become the operational norm for the office. The position grades used in developing these tracks are from the Table of Organization dated 30 September 1974. These tracks are based upon the assumption that training can be a professional career within CIA. That successful management of this career operation requires more than the passing attention of the dilettante but a sustained professional development from a qualified base.

The restrictions placed upon the career tracks are designed to:

- (a) aid in developing managerial talent;
- (b) maintain and improve instructional competence; and
- (c) protect against personnel dumping into the office.

This does not mean that Track I, Training Management, can only be filled from progression through OTR but that it should be the norm. Track II, General Instructor, should be the main entry into the OTR Career Service and be the most favored track for entry into Track I. Tracks III, IV, and V should be recruited with qualifications in their respective

disciplines and expected to broaden their Agency experiences through rotational assignments. They by nature are more restricted than Track II. Tracks VI, VII and VIII should enter OTR on rotational assignments from other career services. These employees would be chosen for their competence and currency in Agency operations. It is presumed that they will not remain current for many years and therefore rotated back to their career service. Track I should be recruited from other career services with Agency experience before joining the OTR Career Service. Although not listed as a part of any of the tracks, those OTR employees who operate as training officers in the Directorates should be attached as "home base" to Track II or IV.

OCCUPATIONAL CATEGORIES OF OTR (GS-09 THROUGH GS-15)

- I. Training Management (OTR Career Track)
- II. Instructor, General
 - A. Professional (OTR Career Track)
 - B. Non-professional (OTR Career Track)
- III. Instructor, Specific
 - A. Instructional Development (OTR Career Track and Contract)
 - B. Scientific Linguist (OTR Career Track and Contract)
 - C. Information Science (OTR Career Track, Contract and Rotational)
 - D. Management (OTR Career Track and Contract)
- IV. Registrar (OTR Career Track)
- V. Training Administration (OTR Career Track)
- VI. Instructor, Component
 - A. Intelligence (Rotational)
 - B. Operations (Rotational)
 - C. Area (Rotational)
 - D. Administration (Rotational)
- VII. Support to Training
 - A. CT Officers (Rotational)
 - B. Illustrators (PSD Career Track)
 - C. Research Officers (Rotational)
 - D. Technical Support Officers (Other Career Track)
- VIII. Non-OTR Positions with other than MT Designation

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functions, specialties, or qualifications. Conceivably such an arrangement could enable optimal consideration of qualified personnel in response to special requirements of common concern and also, for examining the interchangeability of individuals at given levels of skill, an attribute of the MOS system. Fundamental to this position, however, is the condition that the "Affinity Group" be determined by and based on clearly stated requirements -- the real needs -- in terms of the human knowledge and activity (experience) needed or desired to meet a particular situation or requirement. Given this data and approach, application of the Qualifications Record System could assist in accomplishing a review of all Agency employees deemed to have the desired skill level within a designated "Affinity Group," and presumably be suitable for effectively accommodating various demands.

Tab A and B illustrate hypothetical creation of two (2) "Affinity Groups" which are titled, "Geography/Cartography" and "Computer Science" by selection of specialization codes contained in the Qualifications Record System which were determined to best represent the areas of human knowledge and activity believed necessary or essential for meeting requirements in these functional areas. A listing was obtained from computer tabulations which show employees, regardless of location, who are coded as having substantive knowledge and experience in the special areas intentionally selected for these "Affinity Groups."

Obviously, not all the employees listed need or should be included in the final "Affinity Group." In fact, the size of the initial indexing can be controlled and restricted by citing limiting factors in addition to the specialization codes, e.g., grades, age, education, extent of experience, overseas duty, etc. Caution should, however, be exercised, lest the limitations exclude candidates who might otherwise prove suitable. In the attached hypothesized "Affinity Groups" the additional limiting factor was simply Grade GS-14 and higher.

For purposes of developing the "family" of jobs which could comprise the two (2) "Affinity Groups" at Tabs A and B, reference was made to the Agency's Occupational Code System and selections were taken from its basic and subdivision occupational series. In this context, use of the occupational groupings found in Agency Occupational Code System provided a type of natural association in terms of common functions. However, the paramount aspect in constructing the "Affinity Group" remains careful selection of specialization codes -- areas of human knowledge and activity -- from the Qualifications Record System which are most pertinent to the requirements, and in this manner insure full disclosure of possible qualified candidates.

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The process described to this point produces an initial listing of employees who can be considered when forming an "Affinity Group" (see Listings attached to Tabs A and B). The next essential step is the establishment of specific and defined criteria which will enable the assignment of skill levels within the "Affinity Group". Skill levels which could be adopted are: High-Intermediate-Acceptable-Unacceptable. The standards applicable to each skill level must be determined and assigned to the employees by designated officials who are competent and sufficiently imbued with the knowledge and purposes of the particular "Affinity Group". To effectively assign the skill level, it may be necessary for the designated officials to examine official personnel folders as well as review the data provided in the initial listings.

When the "Affinity Group" has been formed and each member has been assigned a skill level, the Qualifications Record System can be appropriately modified by the addition of designated codes which will represent "Affinity Group" and skill level data. The modification would permit computer input and tabulation call-up of the data pertaining to the established groups. Name listings or statistics for comparison or other purposes could be obtained relevant to group and skill levels, grades, locations, etc., and thereby greatly assist in management considerations and determinations with respect to assignments, training needs, and recruitment justification.

SUMMARY AND RECOMMENDATIONS

It is anticipated that the specialization codes currently contained in the Qualifications Record System will adequately respond to requirements necessary or desired in forming an "Affinity Group". If necessary, however, a specialization code can be revised or a new one devised to accommodate a requirement. The proposal described above does necessitate the services of officials of competence to determine the areas and purposes of affinity groupings, the associate qualifying requisites, and conveyance of membership. This is considered essential to insure a relevance and validity of purpose. Personnel of the Qualifications Analysis Branch are, of course, available to assist in the structuring and implementation of the proposal. It is, therefore, recommended that the objectives of paragraph 1. a and b above be accomplished by utilization and modification of the Qualifications Record System as cited above.

STATINTL



Chief, Control Division

Attachments

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